



COMDTINST 5401.4  
17 SEP 1992

## COMMANDANT INSTRUCTION 5401.4

Subj: Definition of Coast Guard Planning Terms

1. PURPOSE. This instruction established a standardized set of terms for use in Coast Guard planning documentation.
2. DIRECTIVES AFFECTED. COMDTINST 16010.1A, Planning and Programming Manual.
3. DISCUSSION. In order to eliminate redundancy and misinterpretation in planning discussion and documentation, the standard definition of Coast Guard planning terminology is prescribed below. Note that, except as denoted in the definitions below, these terms may be modified to apply to any organizational level by, for example, placing the term Area, District, or Group immediately before the standard term.
  - a. **VISION**: A future state for an organization determined by the leadership. It is normally articulated in a vision statement that is recognized by the entire organization. It aligns an organization so that everyone can work in the same direction.
  - b. **VALUES**: The guiding principles of an organization.
  - c. **MISSION**: A broad statement of what we are and our purpose for being. The mandate toward which all our effort is directed.
  - d. **STRATEGY**: An end towards which an organization is striving. Where an organization wants to go in the future.
  - e. **LONG RANGE OPERATING STRATEGY**: The utilization of all of the Coast Guard's resources to achieve the organization's vision.

- f. STRATEGIC PLAN: Plan to achieve the end towards which the organization is driving.
  - g. EXTERNAL DRIVING FORCES: The forces over which the organization has no control (political, economic, societal, technological, environmental).
  - h. INTERNAL FORCES: Internal actions that the organization takes to respond to external forces.
  - i. PROGRAM DIRECTION: The Program Director's assessment of where the program is expected to be in five to 15 years, with an emphasis on the outyears. Also contains an assessment of threats and opportunities for the program. (Specific application only.)
  - j. STRATEGIC GOALS: Targets or specific desired future results derived from our roles.
  - k. PROGRAM DIRECTOR'S PLAN (PDP): A management tool to describe and analyze a Coast Guard Program's objectives and activities. The PDPs link the Strategic Planning Process, the Strategic Agenda and goal achievement and performance measurement to Coast Guard planning and programming decisions. (Specific application only.)
  - l. PROGRAM OBJECTIVE: Incremental accomplishments within a structured program plan that contributes to attainment of the long range plan. (Specific application only.)
  - m. ACTIVITY: A type of action used as a means to achieve a program objective.
  - n. POLICY DEPLOYMENT: A process for linking the Commandant's strategy to the Program Director's long range plan(s).  
Policy deployment in its simplest form posed two questions:
    - (1) What's important?
    - (2) What are we going to do about it?
4. POINT OF CONTACT. For further information, contact Commandant (G-CCS-3), FTS (202)267-2690, or Commandant (G-CPP), FTS (202)267-2355.

5. ACTION. Area and District Commanders; Commanders of Maintenance and Logistics Commands; unit Commanding Officers; and Headquarters Offices and special staffs shall comply with the definitions contained in this instruction.

/s/ ROBERT E. KRAHEK  
Chief of Staff